IMPACT OF ORGANIZATIONAL CULTURE ON KNOWLEDGE SHARING AND JOB SATISFACTION: A STUDY OF SELECTED MEDICAL INSTITUTES

SYNOPSIS

Submitted in partial fulfilment of the requirements for the award of the degree of

DOCTOR OF PHILOSOPHY

in

COMMERCE AND MANAGEMENT

Submitted by

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2021-22

Introduction

Culture is the organization's immune system. It refers to the basic values, beliefs, and codes of practice that makes a community what it is. It comprises the values and behavior that contributes to the unique social and psychological environment of an organization. Culture is entrenched in the beliefs, values, and assumptions held by members. It refers to the sum of knowledge in an organization or the public. Culture has been identified as one of the most imperative factors that enable or impedes knowledge sharing and transfer. Culture refers to a system of beliefs ingrained in society and articulated through the behavior of the people and organizations.

Organizations are placed within bigger communal cultural contexts, yet roughly all organizational cultures are distinctive to particular organizations. In almost any organization around the world, the organizational culture would consist of the inimitably attractive beliefs, feelings, values and behavior that unite the members to the organization and simultaneously differentiate that organizational culture from the cultures of other organizations. Organizational culture has been one of the most enduring buzzwords of popular management and is considered the most vital element of any organization. Organizational culture can be considered as an adhesive that binds the members of the organization to the common goals of the business. A well-built organizational culture has been considered beneficial for all managerial to create however maintain, but widely more crucial for organization functioning on an international elevated competitive market. The speedy development of science and technology has brought far-reaching implications for all facet of human life, together with the life of the organization, both the private sector and the public service sector. The endurance of an organization in the era of globalization should be regarded as humans who want to nurture and develop in harmony with the shifting entourage. Organizational culture differentiates the amazing flourishing companies from all the respite. It can be powerful, and the most important building clogs for a well booming organization. It is the behavior of human within an organization and the meaning that people attach to those behaviors. Organizational culture affects the way people and groups interact with each other, with clients and with the stakeholders.

In this competitive era, organizations nurture and become accustomed to innovative technologies and practices. The present developments entail from organizations to react to the trends and be practical to start internally. There is a trend towards enlarged difficulty in

organizational structures and inter-departmental interactions. According to the Society for Human Resource Management (SHRM); "there is a mounting need for Organization Development professionals skilled in organizational design and change management required to efficiently execute improved organizational structures." Organization culture, nevertheless, is recognized as a noteworthy component which can influence organizational success and ascertain to be an imperative for organizational change. The competitive advantage of any organization is reliant on human resources and their intangible assets such as knowledge management and core competencies which enhances their market valuation.

Organization culture thus provides the technique to cope with the vibrant environment and helps in gathering the prospect of the members of the organization. The leaders of the organization are the ones who are accountable for transforming the culture through such activities which are crucial in a recent vibrant business environment. The leaders and senior managers have an eternal noteworthy impact on organization culture. Recognition of culture and its development is essential, to generate conducive working environment, also to motivate, encourage and engage the members of the organization for efficient performance through supportive manner. The victory of any organization depends on an understanding of values and ethics which are rampant within the organization. For achieving success, organizations must be flexible in framing its objectives and strategies so as to synchronize it with the prevalent culture.

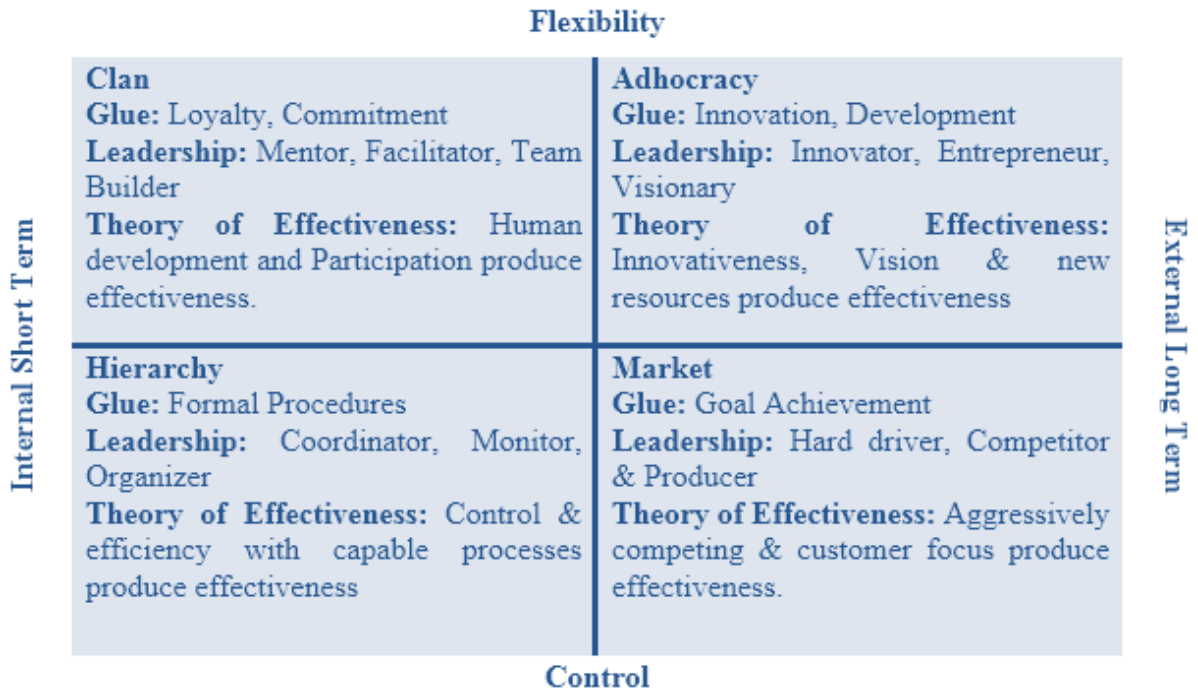
Types of Organizational Culture

According to Robert E. Quinn and Kim S. Cameron Michigan, there are four types of organizational culture: Clan, Adhocracy, Market, and Hierarchy.

- **Clan** oriented cultures are family-like, with a center on counseling, guiding, nurturing, and "doing things together." The friendly working environment exists here. People are considered as a large family where the leaders or the executives are regarded as mentors. Loyalty and tradition prevail in the organization. The organization enunciates long-term Human Resource development and connects employees by morals. Success is entitled within the scaffold of labeling the requirements of the patrons and thoughtful for the community. The organization stimulates teamwork, participation.
- **Adhocracy** oriented cultures are vibrant and entrepreneurial in nature and these spotlight on risk-taking, novelty, and "doing things first." A vibrant and innovative

operational atmosphere exists where the employees take risks and leaders are regarded as pioneers and trendsetters. The long-term objective is to nurture and generate novel resources. The organization enhances individual inventiveness and autonomy.

- **Market**-oriented cultures are corollary oriented, with a center on emulation, accomplishment, and "getting the job done." In this type of results-based organization, importance is given to ultimate work where people are spirited and paying attention to goals. Leaders are firm drivers, producers, and rivals at the same time. The intensity on endearing preserves the organization together. Fame and victory are the most important outcomes. The long-term target is on competitor activities and attainment of goals. Cutthroat prices and market headship are imperative. The organizational approach is based on competition.
- **Hierarchy** oriented cultures are planned and composed, with attention on competence, permanence and "doing things right." A dignified and planned work atmosphere prevails here and actions choose what people do. Leaders maintain their efficiency, coordination and organization functions smoothly with prescribed rules and policy. The long-term goals are permanence and outcome, matched with well-organized and smooth implementation of tasks. Success depends on credulous dispatch, steady planning, and squat costs. Human resource management has to warranty effort and uniformity.


Flexibility
Clan
Glue: Loyalty, Commitment
Leadership: Mentor, Facilitator, Team Builder
Theory of Effectiveness: Human development and Participation produce effectiveness.
Adhocracy
Glue: Innovation, Development
Leadership: Innovator, Entrepreneur, Visionary
Theory of Effectiveness: Innovativeness, Vision & new resources produce effectiveness
Hierarchy
Glue: Formal Procedures
Leadership: Coordinator, Monitor, Organizer
Theory of Effectiveness: Control & efficiency with capable processes produce effectiveness
Market
Glue: Goal Achievement
Leadership: Hard driver, Competitor & Producer
Theory of Effectiveness: Aggressively competing & customer focus produce effectiveness.
Internal Short Term
External Long Term
Control

Source: Cameron and Quinn (1999, 2011)

KNOWLEDGE

Knowledge is somewhat that only humans can own. It is created and stored in the minds of individuals. Knowledge, next to information, networks, and relationships is a means subtle asset in today's globalization economy. In today's cutthroat competition, Knowledge is the lifeblood of an organization and is a vital component for the endurance of the organization. A company functioning under the conditions of the new economy should focus on the process of acquiring, organizing, and sharing both tacit and explicit knowledge. In general, efficient use of knowledge depends on employees' keenness to share it. It leads to creation and innovation. Knowledge is originated and thrived in the minds of experts. In organizations, it often winds up installed in records or vaults as well as in convincing schedule, process, practices, and standards. Thus, managing knowledge is as essential for an organization as other assets are managed. In order to be booming and enjoy a competitive advantage, organizations deeply depend on knowledge that has become a source and important success feature for the organizations. Successful management of knowledge in an organization brings many constructive outcomes that elevate the organization to the sphere of success.

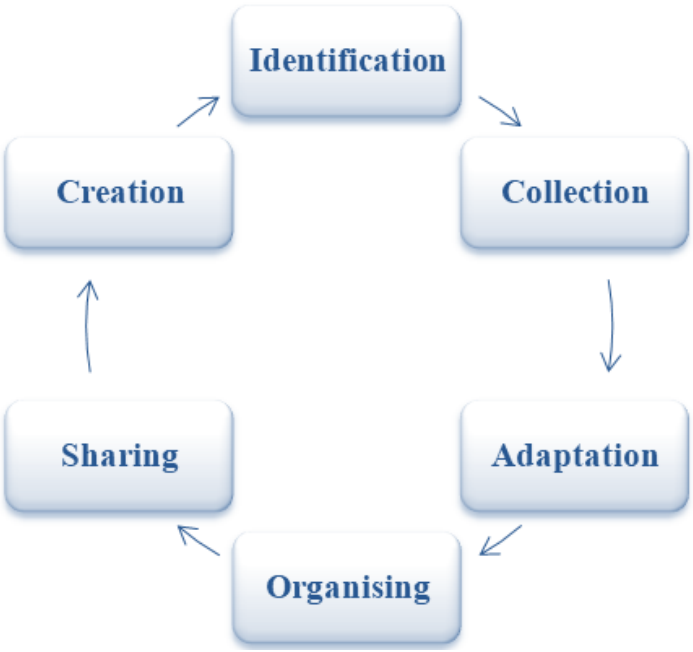
KNOWLEDGE MANAGEMENT

Knowledge management has emerged as a scientific regulation contributing to better organization usefulness. For achieving organizational goals and objectives, organizations must make use of and expand the knowledge assets available inside and outside the organization. Knowledge management alludes to a determined application by an organization for the supervision of knowledge held inside and outside of the workplace. Knowledge management is an amalgamation of all activities occupied in the collection, dissemination a consumption of knowledge. Knowledge management gives formal access to meet the knowledge, and aptitude that assists in learning new abilities which leads to advanced execution supports innovation and improves client value. It can be clarified that knowledge management is a multi-disciplinary wonder which could be explained by various concerned fields of information technology, social sciences, applied sciences, and so on. Knowledge management can be acknowledged as a major source of competitiveness.

Keeping in mind the concluding aim to progress organizational knowledge, knowledge management must be affianced with the whole knowledge series of the spectrum. It must help knowledge improvement at all levels, and encourage and promote its diffusion to

people, gatherings, and furthermore over the whole organization. Knowledge Management must administer organizational knowledge stockpiling and revival abilities, and make a situation cooperative for learning and knowledge sharing. Thus, it must be engaged with rhythm outer wellsprings of knowledge as elementary for the upgrading of the organizational knowledge assets. Knowledge management is, therefore, dependent on the knowledge and management of organizational learning, organizational memory, knowledge sharing, knowledge creation, and organizational culture. Knowledge management helps to gain competitive advantage, accomplish goals, and to create value.

Knowledge Management Process



Source: O'Dell et al. (1998)

KNOWLEDGE SHARING

Knowledge is a comprehensive idea and is surrounded inside abundant elements in an organization, as well as the organization's way of life, measures, information, and persons themselves. In this manner, knowledge sharing is all collectively for a person's or a gathering's knowledge to be accommodating for other people, it must be communicated in such way as to be explicable by the collectors. Knowledge Sharing is at the core of the idea of knowledge management and it is coupled in with distributing knowledge and not accumulating it. Sharing knowledge implies when knowledge is associated and shared, utilizing progressed, new levels of understanding. The knowledge sharing is a devotion of harmonized effort to recommend, interpret, and educate the companions. It includes complete

concentration and learning. In general, efficient use of knowledge depends on employees' keenness to share it. It is vital to organizations because knowledge sharing is not only sharing information but also the procedure of inspiring the exchange of thoughts, experiences, and ideas within a corporation. It leads to creation and innovation. It appears that knowledge sharing can effectively contribute to increasing productivity and profitability, thereby enhancing the overall performance of any organization. Keenness to share knowledge definitely depends on subjective well-being, which influences the commitment, loyalty, and trust of employees that are essential to accomplish organizational goals.

Knowledge sharing suits to organizational need to advance learning culture, empower and strengthen community-oriented working, and to warranty knowledge isn't limited to few zones in the organization. These are to an immense extent giant to organizational achievement in the current understanding period. Different variables that impact knowledge sharing among people inside the firm are the nature of knowledge, motivation, opportunities, and organizational culture. There are a few systems available to persuade knowledge swap inside the organization. These harbors can be encouraged through knowledge sharing practices, which raise communal work to complete the more famous level of organizational learning.

Knowledge sharing can be observed as an organizational novelty that has the promising to generate new ideas and widen new business opportunities through socialization and learning procedure of knowledge workers.

ICT& Knowledge Management

Information technology has been recognized as a foremost knowledge-sharing enabler. The role of information technology in knowledge sharing and transfer has become more noteworthy with the passage of time because of the development of technologies. It has been identified that various knowledge-sharing channels linked to the use of information technology similar to the use of intranet, emails, database, websites, bulletin boards, and electronic forums that efficiently assist sharing and transfer of knowledge in and outside the organization. In the ensuing years, many researchers have contributed to analyzing the function of information technology in knowledge sharing and transfer. With the encroachment in technology, many other tools of IT have been introduced, such as social media and web 2.0 technologies, the importance of social web tools in tacit knowledge-sharing behaviors. Likewise, web 2.0 technologies like blogs, wikis, and IM encourage

enterprise communication and assist enterprise knowledge sharing. Most fundamentally, the organization had to streamline itself to make possible greater teamwork, communication, employee empowerment, and information flow.

Job Satisfaction

Job satisfaction plays a key role in employees' job performance in an organization. Job satisfaction is mediated to be the measure of employee satisfaction or contention with their work. Job satisfaction an enormously valuable weapon for evaluating and accommodating the management rules in harmony with employee belief. It elucidates how content or calm is a person with his or her job. It anticipates how much pressure and stress someone can handle while on the job. It is directly proportional to the feelings of gladness and contentment in the minds of employees about their job. Employees are meticulous with the job satisfaction for thedevelopment of their livesin terms of protection and accomplishment whichleads to employees' assurance, loyalty, and reliability and then reduce labor turnover in the long-run. Employees' satisfaction guarantees worker's commitment, steady workforce, and labor productivity to diminish the cost of hiring and training and to get better organizational performance. Job satisfaction consists of multifaceted psychological responses to an individual's job, and that these personal responses have a cognitive, emotional and behavioral component. Job satisfaction is of utmost importance to foresee an employee's rate of absenteeism or leave the job for an organization. Job Satisfaction is a chief factor to boost and maintain the overall yield of the organization**.**

THEORIES OF JOB SATISFACTION

The theories of job satisfaction have two different aspects: Content theories and Process theories. Content theories are more perturbed with person needs and personal goals. They fundamentally accord with ''what'' motivates employees in an organization. The admired content perspective theories are Maslow's Need Hierarchy Theory, Herzberg Motivator-Hygiene theory, Clayton's SRG theory, McGregor's theory X and theory Y and McClelland's Need theory. Process theories are more fretful about the way motivation occurs. They deal with the ''process'' of motivation and ''how'' does motivation take place. The well-liked process theories are Vroom's Valance Expectancy theory, Adam's Equity theory, Locke's Goal Setting theory, Porter and Lawer model.

- Hierarchy of Needs Theory

Hierarchy of needs theory, usually known as Maslow's need hierarchy theory was one of the primary theories to accentuate and analyze the noteworthy contributors of job satisfaction. According to Abraham Maslow, human needs are classified under five heads in the rank of preference comprising of basic physiological needs, safety and security needs, belongingness/affiliation needs, and self-actualization. This theory describes human motivation aspect as a whole.

- **Herzberg Two Factor Theory**

American psychologist Frederick Herzberg is regarded as one of the enormous original thinkers in management and motivational theory. He analyzed two factors hygiene and motivators factors.

Hygiene factors or extrinsic motivators comprise status, job security, salary, and fringe benefits. It's vital for managers to understand that not providing the suitable and probable extrinsic motivators will disseminate dissatisfaction and diminish motivation among employees.

Motivation factors**,** or intrinsic motivators, lean-to signify fewer tangible, more emotional needs. Intrinsic motivators embrace challenging work, recognition, relationships, and growth potential. According to Herzberg, intrinsic motivators and extrinsic motivators have an inverse relationship. Intrinsic motivators tend to boost motivation when they are present, while extrinsic motivators tend to reduce motivation when they are not present. This is because of employee's expectations. Extrinsic motivators like salary, benefits,etc are expected, so they won't increase motivation when they are in place, but they will cause dissatisfaction when they are missing while Intrinsic motivators like challenging work, growth potential, etc can be a cause of additional motivation when they are offered. To ensure content and productive workforce, managers must pay attention to both sets of job factors.

- ERG Theory

Existence needs: This is the bottom level of needs counting the basic necessities essential for the corporal endurance. In the organizational context, it comprises salary, fringe benefits, a better and safe working environment, and job security. In totality, it encompasses the physiological and safety needs of an individual.

Relatedness needs: These covers the aspirations an individual hold in terms of maintaining interpersonal relations with his colleagues, superiors, and subordinates in the shape of emotional support, respect, recognition and a sense of belongingness, social needs and the external components of esteem needs fall under the relatedness needs.

Growth needs: This embraces the need for self-development, advancement and personal growth by focusing on self. This can be done by utilizing one's capabilities to the fullest.

- **Theory X and Theory Y**

  Douglas McGregor, in his Theory X and Theory Y, suggested two different aspects of human behavior at work: Negative (Theory X) and Positive (Theory Y). Certain assumptions were also laid down in this context.

Assumptions of Theory X

- An average employee does not wish to work always and finds out means to flee it whenever feasible.
- In order to make an employee work, he should be influenced, forced, warned or punished.
- Most of the employees treat job safety as the apex priority and therefore have almost insignificant ambition or goal.

Assumptions of Theory Y

- Employees recognize their jobs to be relaxing and strive to put in their corporeal and cerebral efforts to the job assigned.
- Self-direction and self-control are more imperative for them than a threat, external control.
- Employees will be more trustworthy and dedicated if the job is satisfying, inventiveness and pioneering dimensions should be entirely utilized to unravel the organizational problems.

Douglas McGregor paid more attention to theory Y.

- **Need Theory**

David McClelland in this theory measured that human beings get motivated by three basic human needs.

- Need for Achievement: Employees having a high need for achievement desire to outshine and therefore they frequently avoid the squat and high-risk situation. They desire that work has a 50 percent likelihood to accomplishment i.e. moderate probability. They always hope for standard feedback so that they themselves can also observe their progress. They have a propensity to either work alone or with other high achievers only.

- Need for Power: The need for power can be categorized either as personal or institutional. Employees hopeful for own authority always crave to direct others, which is adverse. These people lean to systematize the labors of everyone towards organizational goals. Managers with high institutional authority are constantly more pleasing than those with personal power.

- Need for Affiliation: The employees with the need for affiliation always experience the need to be acknowledged by others and create a tuneful relationship with everyone. They desire to accommodate the group norms and labor on tasks giving more range for personal interactional. They can illustrate their finest in buyer service and client edge situations.

PROCESS THEORIES Process theories elucidate how an employee gets motivated. These theories usually have a logical base and they enlighten the way in which the needs of individual changes. Some of the process theories are given by Vroom, Edwin, Locke, Porter-Lawer, etc.

- **Vroom's Valence Expectancy Theory** Victor H. Vroom, in his valence expectancy theory encompasses an organized elucidation about workplace motivation. According to him, motivation leans upon an individual's anticipation about an act to be pursued by an agreed conclusion and the magnetism an individual has against that conclusion. So, an individual gets motivated to work when he is conscious of the truth that his performance will direct to better appraisals and his personal goals shall be accomplished in the shape of rewards. The three components of Expectancy theory are:

Expectancy: This is also identified as efforts and performance relationship. Here the employee admits that his efforts would guide him towards the accomplishment of the preferred performance goals.

Instrumentality: This is also known as a performance and reward relationship. Here, the employee believes that he will get a reward only if the performance expectation is met.

Valence: This is recognized as rewards and personal goal rapport. Here, the employee reviews whether the reward and the worth of the reward are eye-catching for him or not.
Motivation = Valence × Expectancy

- **Equity Theory**

John Stacey, Adams in his equity theory conjectures that an individual correlates the rewards received by other employees on the same positions with his rewards. And if he discovers them impartial, fair and just, he feels satisfied. According to him, an employee always seeks to preserve equity between the labors and hard work he bestows with the rewards and appraisals given by the organization.

- **Goal-Setting Theory**

Edwin a Locke in his goal-setting theory unravels human procedures in particular work situations. He adds that goal or targets motivate employees to work better and indefinite guidelines. A direction of employees towards goals eschews muddled situations in the organization. Locke unfolds that if the goals for employees are placed at higher standards, they are likely to put in greatest effort to realize it. The idea of 'self-efficiency' is related to this, where an individual considers that he is able of performing the chore and gets motivated to end it.

- **Porter and Lawler Theory**

The theory broached by Porter and Lawler used expectancy theory to build up their model. Vroom unravels that the performance of an employee depends upon the expected rewards Porter and Lawler further added little facets to it. Intrinsic and Extrinsic Rewards: Intrinsic rewards covered internal affirmative thoughts of an employee where he gets motivated with his own observations from finishing the task. This includes a sense of achievement, satisfaction, etc.

An extrinsic reward is a gift that is tangible or actually given to you for completing something. It is a substantial acknowledgment of one's effort. For example, a certificate of achievement, a trophy, medals even a monetary reward for doing your job. Thus, extrinsic rewards mean the reward is extrinsic to the performer of the activity or behavior.

Medical Institutes in Chandigarh

Postgraduate Institute of Medical Education and Research (PGIMER), Chandigarh

The PGIMER owes its establishment to the idea of late Sardar Partap Singh Kairon, the then Chief Minister of Punjab and the eminent medical educationists then combined state of Punjab, supported by the first Prime Minister of India Pt. Jawahar Lal Nehru who measured the institutions of methodical acquaintance as temples of knowledge and the places of pilgrimage. The institute initiated in 1962 and Pt Jawahar Lal Nehru inaugurated the hospital now named "Nehru Hospital" on 7th July 1963. The Institute was formerly under the Government of undivided Punjab. After the reformation of the state, the administrative control of the institute passed on to the Union Territory of Chandigarh in November 1966. The Institute became a sovereign body under the Act of Parliament in 1967 running under the Ministry of Health and Family Welfare, Government of India. PGIMER Chandigarh was concaved in 1960 as a heart of excellence which would aim to enlarge the patterns of teaching in postgraduate medical education in as many branches as possible and endeavor to generate specialists in several disciplines of medicine. It was also envisaged that these specialists would spread out in the country in various medical colleges and medical institutions and impart medical education of highest standard to the students and set up nucleus of excellence in their own institutions. The PGIMER was also given the responsibility to broaden the horizons of medical knowledge by intensive research in the field of health. PGIMER delivers high-value patient care, aims at gaining self-sufficiency in medical education and research and to congregate the country's call for highly qualified medical teachers in all medical and surgical disciplines. It serves educational services for the training of human resources in all vital twigs of health activity. There are 25 clinical departments having 1844 faculties and nonclinical departments having 1020 faculties. A total of 2864 faculties exist in PGIMER.

Government Medical College & Hospital (GMCH), Chandigarh

The foundation stone laying ritual was executed by the former Hon'ble Prime Minister of India, Shri Chandra Shekhar on 20 January 1991 in Sector 32 on the coverlet of 36.09 acres of land allotted by the Chandigarh Administration. Construction for this College and Hospital started in 1991 itself. The college has been renowned for the award of MBBS degree by Government of India, Ministry of Health & Family Welfare with effect from 30 December 1996 and has been incorporated in the list of recognized Medical Council of India. It has been constantly ranked among the top 25 medical institutions in India. It now tenders postgraduate courses in Anaesthesiology, Anatomy, Dermatology, ENT, Forensic Medicine, General Surgery, Microbiology, Obstetrics &Gynaecology, Paediatrics, Pathology, Psychiatry,

Pulmonary Medicine, Ophthalmology and Orthopaedics with a total annual intake of 40 students. It offers undergraduate courses in many allied health sciences. It also tenders post-doctoral training in approximately all clinical specialties which are highly preferred due to the quality of training it delivers. The Medical College roughly comprises 250 teaching staff in basic and clinical departments in addition to 70 junior residents. The faculty is extremely qualified. GMCH has 17 clinical departments having 319 faculties and 14 nonclinical departments having 99 faculties in it.

Literature Review

The concept of organizational culture came to the fore in a series of British and American management texts of the 1980s. In the research literature, the term organizational culture is a widely used concept. The term culture comes from the field of anthropology and the concept of culture was originated in the late 1970s (Pettigrew, 1979) and became popular in 1980s.

According to Baker (1980), the concept of –culture is often related to exotic, distant peoples and places, with traditions, cremations, different languages, and practices. It perceived that within our own society, organizational members correspondingly involve in rituals, traditions, and stories and that these casual practices may raise or delay management's objectives for the organization.

Schien (1984) acknowledged that organizational culture can be viewed as a set of beliefs, values, and assumptions that are shared by the organization members. Moreover, organizational culture can also be seen as a way of thinking and describing the internal world of an organization. Kilmann et al., (1988) prescribed organizational culture is the soul of the organization and life of the members of the organization .According to Hofstede (1998), organizational culture needs to be in the minds of all members of the organization. Martins and Terblanche (2003), defined the culture is deeply associated with qualities and convictions shared by work force in an organization. Organizational culture is crucial as the central point from which administration impacts organizational individuals' notion of duty, inspiration, determine, and accomplishment and is fundamental to organizational adequacy. Lok& Crawford (2004) & Abdulkadir (2005) states that organizational culture can persuade how people set personal and professional goals, carrying out jobs and utilize resources in its achievement. Thus it can be said that organizational culture can encourage the employees to attain the organizational objectives and is associated with the success of an

organization.Pareek (2008) organizational culture is defined in terms of “shared meanings – patterns of beliefs, rituals, symbols, and myths that evolve over time, serving to reduce human variability in control and shape employee behavior in organizations”. Dauber et al. (2012) stated organizational qualities were jolted by the estimations of the general public in which they were worked observing organizational culture expected minuteness to the identities and esteem impulsions of the organizational individuals and their particular activities and objectives inside the organization. Darmawan (2013) stated that Culture adds to the organizations commitment and improves the consistency of behavior Idris *et al.*, (2015). In a well shaped organizational culture, the members of a given organization can work in accord with others to achieve some collective goals. Furthermore, organizational culture is more frequently noticed as one of the basic requisites for the generation of novelty, which is apparent as a social practice. Thompson (2018) recommended that "Organizational culture is the example of essential presumptions which a given group has imagined, found or created in figuring out how to adapt to its issues of outside adjustment and inward combination".

Based on the above views we can say organizational culture is a shell that consists of all system of values, norms that have been shaped by the organization. It can serve as orientation cement to the employees in carrying out their duties and errands especially with regard to innovation, team orientation and stability.

Knowledge Sharing

The idea of tacit knowledge was first exhibited by Polanyi (1966), who contended that an expansive piece of human information can't be explained and made unequivocal effortlessly. Knowledge management is a pledge to building innovative knowledge, widen it all through the organization and exemplify it in products, services, and structure (Nonaka and Takeuchi 1995).Grant 1996; Nelson and Winter 1982; Spender 1996). Knowledge is recognized in and is speckled through different fundamentals like Organizational Culture, approaches, frameworks, and reports, and also employees. Davenport and Prusak (1998) affirmed broad knowledge sharing inside organizations are confined by human propensities or behavior. In the critical edging economy, knowledge is the source of financial, current advancements and other routine elements like land, workforce, and cash are enduring at subsequent levels of importance (Davenport & Marchard, 1999). According to Gupta et al., (2000) the process of knowledge management helps in resolving problems, dynamic wisdom, deliberate development, and decision making.

Knowledge management serves in understanding an environment which helps the members of organizations in creating, capturing, sharing and leveraging knowledge for increasing performance at all levels of the organization. This demands proper systems for creating and maintaining storage of knowledge for educating and processing the knowledge sharing and organizational learning. The budding consumption of knowledge supplements the rise of the hypothesis of knowledge management (Aranda and Fernandez, 2002), which is at current one of the most stifling themes in information technology, management and in business schools. In order to accomplish organizational goals and objectives, organizations must utilize and enlarge the knowledge assets available inside and outside the organization. It was stated by Connelly and Kelloway (2003), knowledge sharing as an arrangement of practices that include the trading of information or help to others.

Information and communication technology in an organization also plays a key role in knowledge collection but plays the least role in dispersion knowledge among the employees (Lin Hsiu. F&G. Gwo Lee 2006). For the endorsement of knowledge sharing activities in an organization, top management should persuade employees by providing social interaction culture. Kim and Jarvenpaa (2008) acknowledged the worth of innovative technological aspects to entrust knowledge sharing practices in organizations. Knowledge management alludes to a rigorous application by an organization for sharing ideas. Wang & Noe (2010) Knowledge sharing is a process which takes place through formal or informal communication, networking and documenting information through capturing of information for members of organization culture. Burke. M.E. (2011). Knowledge-sharing within an organization is also studied as an imperative factor that influences the overall performance of an organization. Boehm (2012), Rahman et al. (2014) and Wong (2009) moreover found that inventive help, sharing information and level of competition assume enormous jobs in impacting knowledge sharing culture.

JOB SATISFACTION

Job satisfaction has also been the topic of trance by researchers from diverse fields, general management, commerce, and psychology. This thought refers to an affirmative poignant situation consequential from an employee's evaluation of his or her job (Locke, 1976; Spector, 1997; Springer, 2001; Suliman and Al-Hosani, 2014).Elevated job satisfaction is connected with positive attitudes, whereas stumpy job satisfaction considers disappointment and a pessimistic approach towards one's job. Evans, Pucik & Bjorkman

(2011), Schmidt (2007), Robbins (1993) clarifies job satisfaction as the degree to which employees recognize that set of values; beliefs and expectation are being met all the way through their own operational understanding. Faragher, Cass & Cooper (2005), Aziri (2008) stated employees with encouraging running experiences are expected to remain in the organization also exhibit high levels of loyalty and assurance. Robertson & Cooper (2011) predicted that there is a well-built prejudiced constituent in job satisfaction as it reviews the intrinsic and extrinsic needs, likes and dislikes of employees Aamodt(2007); Lumley et al. (2011); Ng and Wyrick (2011) elaborated that contented employees are expected to suggest feelings of affection and trustworthiness, that has a constructive result on employees' objective to continue also has a positive view towards his performance, competence and success.

It is found from the above literature review that Job satisfaction is the appraisal of employees of his job errands and the operational atmosphere and as the outcome of the satisfaction, the people evolves optimistic or pessimistic approach towards the rules, beliefs, and ethics of the organization which in turn have an impact on the working conditions. This optimistic or pessimistic effect of job evaluation is significant to converse as it is considerable for the well-being and accomplishment of the organization.

Organizational culture and Job satisfaction

Wallach (1983) conversed that the job performance and the sequel of the job satisfaction and contribution generally depend on the competition among the uniqueness of the employees and culture of the organization. The study by Harris and Mossholder (1996) steers that the culture inside the organization is the heart through which all fundamentals of human resource management development. Jimfraser et al., (2002) pose that the workplace culture is the substructure through which the employees are mounting recognition about the appropriate behavior in the organization. The groundwork done by Odom Boxx and Dnun (2003) reveals that the critic culture neither increases nor diminishes the assurance of the employees and satisfaction. Kildsen (2010) demonstrated the positive relationship between job satisfaction and national culture.The research cogitates by Tsai (2011) advises that the organizational culture is surely associated with leadership behavior and job satisfaction and also leadership behavior directly related with job satisfaction Bigliardi (2012) studied the impact of organizational culture on job satisfaction and found that bureaucratic organizational culture had an unconstructive impact on job satisfaction while innovation dimension had a constructive impact on job satisfaction. The task of culture is vital in computing an

organization's performance. Culture procreates a commitment to somewhat superior to the individual self-interest. Employee performance associates like productivity, job satisfaction and motivation have been originated to be positively connected to organizational culture. Theoretical models have recommended that there is a relationship between organizational culture and organization performance which later enhances job satisfaction also. Therefore, the present research focuses on relationship and impact of organizational culture on job satisfaction.

Organizational culture and Knowledge sharing

Company culture, also recognized as organizational culture, is an imperative issue in theory and practice. Culture and knowledge sharing has been recognized as the most essential incentive of knowledge management in knowledge organization. Sche (1986) professed culture as a blueprint of the basic supposition that is created, exposed, or urbanized by the known group as it learns to manage with its troubles of external revision and internal amalgamation. Davenport & Prusak (1998) defines that knowledge sharing in the organization assist knowledge management. Knowledge management carries both tacit and explicit knowledge.

According to Frost's (1985, p. 17) definition, "talking about company culture seems to mean talking about the importance for people of symbolism, rituals, myths, stories and legends and interpretations of events, ideas, and experiences that are influenced and shaped by the groups within which they live." This states that national culture commands company culture (Hofstede, 1980; Alvesson, 2012).

Several researchers have alleged that organizational culture has an impact on knowledge sharing (Hofstede, 2001; Ford and Chan, 2003; Lai and Lee, 2007; Lin and Dalkir, 2010; Ling-Hsing Chang and Lin, 2015). According to Pinjani and Palvia, (2013), an appropriate environment for knowledge sharing is established mainly in a mutual culture that stimulates emulates of interface and communication that cultivate employees' learning and creativity. According to Kathiravelu *et al.* (2014), the company culture induces the knowledge-sharing procedure. The noteworthy convince of a collaborative culture on knowledge sharing has also been denoting out by Mueller (2014, 2018) and Arpaci and Baloglu (2016). The power of a mutual culture on knowledge sharing has also been marked by Mueller (2014), Al Saifi (2015), and Arpaci and Baloglu (2016). Popular studies have discovered that organizations established on values such as trust, assistance, open

communication, and melody that are attributes of a collaborative culture, achieve a spirited benefit and better performance.

It can be therefore well said from previous studies that knowledge management and organizational culture are regarded as a powerful instrument for strengthening organizational effectiveness. Organizational culture should be nurtured by procuring knowledge and alertness about knowledge management and its significance within the organizations.

Organizational culture in India

Last few years have glimpsed the global healthcare industry mount to surprising heights making it demanding and exceptionally spirited for current healthcare providers across the globe. In the last three decades, the healthcare market has developed rapidly at towering rates in rising markets such as China and India (Powell 2006). The publicsector has conventionally conquered the Indian healthcare panorama but there is presently a boom in the private healthcare sector also. The private healthcare market is on the rise and several consulting firms' research indicates it to be the next-big-thing (PwC health report 2007; IBM health report 2008). According to the WHO report (2008)," newfound prosperity of many Indian households is spurring demand for high-quality medical care, transforming the healthcare delivery sector into a profitable industry". Freshly, the Indian national expenditure on healthcare budget was marched by 20 % by the government (Federal budget speech 2011). Hence, the funds for health have been increasing that augurs the administration is receiving progressively more concerned about its capability to congregate its social requirements toward the broad population in the health sector.

Health care is one of the swiftly emerging sectors. It comprises of hospitals, medical equipmentand devices, clinical trials, outsourcing, telemedicine, medical tourism, health insurance. With a largely 'aware' customer base exposed to a convergence of services, willingness to explore alternatives in a highly regulated and compliance-based industry, the focus on and the action in the sector is significant in both the public and private categories. The public healthcare system is principally restricted to secondary and tertiary care institutions in main cities and chiefly healthcare in pastoral areas, whereas private sector coddles to a largely of the necessities on secondary, tertiary and centenary care. Indian Healthcare sector has refined a lot in recent years with several super-specialty hospitals in process, reasonable costs of cure and an enormous base of skilled and trained doctors. Medical Tourism in India is at current a million-dollar business. Patients come to India from

abroad because of the low costs of treatment as compare to the USA and the availability of skilled doctors.

India's is having a considerable basin of honoring medical professionals and comparatively lucrative difficult life-saving clinical measures. Promising and encouraging multiplicity is a substance of cultural direction. Culture is not soft. It has an unswerving connection to an organizations performance. The Organizational Culture also lean on the psychological facets of the job of hospital employees, akin to emotional and physical stress, kind of patients and social support structure, etc. The culture is distant for the private sector and Government organizations owing to different organizational structures, different goals, and different management approaches.

Research Gap Identification

Gap analysis deals with scrutiny of the disparity between current images and the preferred status in the future. It is likely to find the real altitude of knowledge sharing in the organizations by analysis and evaluation of recent gaps at organizations and comparing it with replenished standards in this area. According to the review of literature of this study, knowledge sharing does not comprise just data and information but also includes the facet of understanding of the reasons and logic of the existence of data and information in organizations.

Knowledge sharing is the element of any flourishing organization in modern development. Sohail & Daud (2009) and Ardichvili et al. (2003) sustained that knowledge sharing generates profit in the organizations and also creates good organizational culture. Further Tohidinia & Mosakhani (2010) recognized the level of information and communication technology usage. Study reveals an enormous span and promising for an Organizational culture impact on knowledge sharing. Previous researches have shown supporting evidence about the relationship between organizational culture and job satisfaction (Schneider & Snyder, 1975). Kerego & Mthupha (1997) clarifies job satisfaction as the assessment of organizational perspective while organizational climate gives a portrayal of the work perspective and defined job satisfaction as the sense of the employees about their job. Ajay (2011) evaluated how the organizational culture impacts the knowledge management and satisfaction of employees.

The critical evaluation of the literature revealed that there is a gap in relation to in-depth concerning the impact of organizational culture on knowledge sharing and job

satisfaction in medical institutes as most of the studies were conducted by the western organization and very few studies were found in Indian context particularly in medical institutes. The present study endeavors to contribute to filling the research gap in the literature related to study the impact of organizational culture on knowledge sharing and job satisfaction in selected Indian Medical Institutes.

Research Objectives

- To examine the level of organizational culture, knowledge sharing and job satisfaction in selected medical institutes in Chandigarh.
- To explore relationships between organizational culture, knowledge sharing and job satisfaction in selected medical institutes in Chandigarh.
- To determine the impact of organizational culture, knowledge sharing and job satisfaction in selected medical institutes in Chandigarh.
- To identify the usage of information and communication technology in selected medical institutes in Chandigarh.
- To suggest strategies to enhance organizational culture, knowledge sharing and job satisfaction in selected medical institutes in Chandigarh.

Needfor the study

In the current scenario, organizational culture is considered indispensable in the health care sector. It is apparent from the research that health sector depends principally on the culture, knowledge and resourceful idea of employees and doctors**.** The medical institute's culture always nurtures the spirit and plan of knowledge sharing beyond the circumference of the organization. The health sector is gaining eminence on account of intellectual capital across the globe. As there is a hardcore competition worldwide medical institutes are approaching up with pioneering organizational strategies to endure and develop their level of excellence. Several studies recommended that the culture of the organization becomes complementary to employees for knowledge sharing. The foundation of knowledge sharing behavior within the organization is culture supervened by a particular organization. Knowledge management and organizational culture have a huge emphasis on job satisfaction. Organizational culture is imperative for knowledge management and further knowledge management enhances employee's job satisfaction. Hence it is apparent that the employees' knowledge sharing behavior entirely related to the organizational culture and job satisfaction. This builds the

foundation for the need for research to be conducted to study the impact of organizational culture on knowledge sharing and job satisfaction. Therefore, this study is designed to explore the impact of organizational culture on knowledge sharing and job satisfaction in medical institutes in Chandigarh.

Scope

Scope of the study is of supreme significance as it refrains the researcher from going beyond the pre-determined boundaries of the research objectives. This restriction of boundaries needs to be kept from both the theoretical facet of the study and the geographical aspect chosen for the study. For the current study, the research problem has been theoretically restricted to "Impact of organizational culture on knowledge sharing and job satisfaction." The geographical scope of the study is confined to Chandigarh only.

Proposed Research Methodology

The research will be based on qualitative methodology, so the matter and contents that are used to collect the data should be of enough importance to provide useful results. Two medical institutes of the public sector are chosen. The study will be based more on interviews, observations, and questionnaires. Both the primary and secondary approaches will be used for the interpretation of data.

Statistical Tools used

Various parametric and non-parametric statistical tools will be used to interpret and infer the results. Suitable tests will be applied for Correlation, Multiple regressions for the impact of independent variables on dependent variables. ANOVA and student t-test will be used to see the differences in means among groups.

Research Design

The research design for a study comprises of details like the type of research, sources of data, variables select and the sampling design of the study. The present study shall embattle to bring out an empirical analysis by quantifying the measurement of these set objectives of the study. The study aims to bring out the relationship and impact of an independent variable to the dependent variable. After elaborating the relationship and impact using different statistical tools, suggestions and recommendations will be put forward to enhance the impact of organizational culture on knowledge sharing and job satisfaction in select medical institutes in Chandigarh.

Sampling Design

It is obvious that for conducting research, it is unfeasible to study the whole universe: the way out is sampling. The universe of the here deals with comprised of select medical institutes in Chandigarh. A sample is defined as a part of the population which is studied in order to construct inferences about the entire population. Thus, it is vital to obtain a representative sample from the population. There are two types of sampling –one is probability sampling and the other is nonprobability sampling. The concept of multi-stage sampling has been used for the present study to narrow down the sample of respondents from whom the data is to be collected. Under this study, two medical institutes from the city Chandigarh are taken.

Sample Size

The purpose of a suitable sample size holds a lot of importance for the success of the study. As the present study is based on selected medical institutes in city Chandigarh, a total number of 600 respondents is taken up for study.

Limitations

The study is confined to city Chandigarh only. The study is applicable to medical doctors working in medical institutes only and hence cannot be generalized for other organization. Due to time and cost constraint, only two public sector medical institutes are undertaken for the study.

THESIS OUTLINE

CHAPTER 1

It will include the introduction and background of the study, a detailed explanation of the variables of the study. Organizational culture, knowledge sharing behavior, and job satisfaction. The introduction and background will cover the theoretical perspective of the variables under study.

CHAPTER 2

It will include a comprehensive literature review including organizational culture, knowledge sharing behavior, and job satisfaction. Different studies highlighting the organizational culture and the impact on Knowledge Sharing behavior and job satisfaction.

CHAPTER 3

It aims to explain the research methodology including research design and sampling design. The chapter will comprise the research objectives and hypotheses formulated for the study. Research tools shall also be discussed along with reliability and validity analysis.

CHAPTER 4

It will cover data analysis including descriptive analysis including demographic analysis and inferential analysis t-test, ANOVA, correlation and regression analysis.

CHAPTER 5

It will clearly survey and discusses the major findings of the study in reference to a review of the literature. All the findings from four will be discussed in the chapter. It includes a conclusion, recommendation, managerial implications and suggestions for future research.

Proposed Research Plan

Time frame	Work to be carried out
Jan-June19	Research gap identification & synopsis preparation
July-Dec19	Synopsis approval & collection of literature
Jan-June 20	Preparation of questionnaire& primary data collection
July-Dec20	Tabulation of. Collected data & implementation of statistical tools.
Jan-July 21	Interpretation of tabulated data, findings & conclusion & proof reading & pre-submission of thesis
July- Dec21	Final submission

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CERTIFICATE
(SYNOPSIS APPROVAL CERTIFICATE)

This is to certify that the Synopsis/Revised Synopsis for Ph.D. Thesis titled, **"IMPACT OF ORGANIZATIONAL CULTURE ON KNOWLEDGE SHARING AND JOB SATISFACTION: A STUDY OF SELECTED MEDICAL INSTITUTES"**, submitted by **Ms. Mona Kapoor** to the Career Point University, Hamirpur (H.P.), India in partial fulfillment of the requirements for the degree of **DOCTOR OF PHILOSOPHY** in the **Department of Commerce and Management, School of Commerce and Management Studies** has been approved by the Research Advisory Committee (RAC) after an Oral Examination of the student on dated 8-03-2022

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